

**MEMORANDUM FOR:** Inspector General

**FROM:** Executive Assistant to the DDCI

Carroll,

Given the forthcoming transition, I'll leave it to you to get these decisions to the right places and work out later follow-up.



STAT

**Attachment:**  
FBIS IG Survey

*3/18/86*

**Distribution:**

Orig - Addressee

1 - EA/DDCI

1 - ER

**SECRET****ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

Inspection of the Foreign Broadcast Information Service

FROM:

Carroll L. Hauver  
Inspector General  
6E18, Hqs.

EXTENSION

NO

DATE

11 March 1986

25X1

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Acting Director of  
Central Intelligence  
*mm*

17 MAR 1986

*[Signature]**mm*

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*OIG*

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*Carroll*  
*I feel a number of the recommendations should have been accepted and implemented in the past by D/FBIS & not require formal recommendations*

*[Signature]***SECRET**

S E C R E T

11 March 1986

MEMORANDUM FOR: Acting Director of Central Intelligence


FROM: Carroll L. Hauver  
Inspector General

SUBJECT: DDA Comments on the FBIS Inspection Report

1. I suppose we owe the DDA a mea culpa for not coordinating recommendations 10 and 12 with them. Our comments on FBIS administrative services were intended to highlight the fact that DA careerists assigned to FBIS frequently were not allowed to complete a normal two-year tour and that this "turn-overitis" has affected the quality of day-to-day services, especially for FBIS folks in the field. We have considerable documentary evidence based on innumerable interviews to support this conclusion. We could have made a stronger case against the quality of service being provided, but did not do so because some improvement has been noticed during the past year or so.

2. At the time the survey was underway we were advised that a GS-5 was programmed to replace the GS-7 handling the very large number of foreign nationals belonging to FBIS. That plan may have since changed but the fact remains that a GS-7 handling such a large and complicated account appears to us to be inappropriate. Administration of FBIS foreign nationals is a unique (to the Agency) and challenging assignment which requires continuity of service and a grade level appropriate to the task.

3. We stand by Recommendation 10 but are prepared to defer on Recommendation 12 in view of improvements being made and the assignment of a FBIS careerist to the Deputy Chief, Support Staff position on a rotational assignment.

  
Carroll L. Hauver

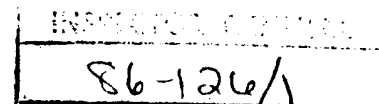
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are classified SECRET

  
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S E C R E T

C O N F I D E N T I A L



DDA 86-0435

MEMORANDUM FOR: Acting Director of Central Intelligence

VIA: Executive Director  
Inspector GeneralFROM: Richard J. Kerr  
Deputy Director for Administration

SUBJECT: Inspection of the Foreign Broadcast Information Service

John:

1. In reviewing Sections VI and VII of the Inspector General's (IG's) survey of the Foreign Broadcast Information Service (FBIS), I found most of the recommendations contained in these two sections were directed toward FBIS management and their need to improve personnel management within FBIS, particularly Recommendations 13 through 17 of Section VII. I have sent copies of those sections to the Director of Personnel (D/OP) and asked that he contact the Director of FBIS and offer whatever assistance we can in their career development, training and personnel program.

2. With respect to Section VI, particularly Recommendation 10 and 12, we are a little concerned with the IG's findings and recommendation. I guess the basic problem is "no one told us." We have seven OP careerists assigned to FBIS (there is no record of a GS-05 being assigned), all of whom have received 5's or above on their PARs. In fact, OP just recently extended their Chief of Personnel's tour for another year at FBIS' request. In addition, there are 13 other support careerists assigned to Headquarters, FBIS all performing in a satisfactory fashion insofar as can be determined. Our basic concern with the IG's Recommendation No. 12 is twofold. First, it flies somewhat in the face of the career service concept. While we do not think it was the intent of the recommendation, it could establish a precedent or trend to assign component personnel into specialist positions, i.e., personnel, procurement, logistics, security, etc. Secondly, the assignment of component personnel into these type of positions has often disenfranchised them of their own career track often resulting in a dead-end career and dissatisfaction. This is not to say that we are opposed to rotational assignments of FBIS or other component

All Portions CONFIDENTIAL



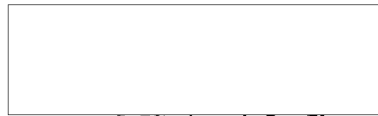
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SUBJECT: Inspection of the Foreign Broadcast Information Service

officers into Directorate of Administration positions for developmental purposes. Everyone generally gains in this type of assignment (see attached memo). Again, we feel that we can provide the proper skills, and if more experience or qualified individuals are required, we will explore with FBIS the practicality of upgrading the present positions and possibly establishing additional ones.



Richard J. Kerr

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Attachment

C O N F I D E N T I A L

86-126/1

## ROUTING AND RECORD SHEET

SUBJECT. (Optional)

Inspection of the Foreign Broadcast Information Service

FROM: Richard J. Kerr  
Deputy Director for Administration  
7D18 Hqs Bldg.

EXTENSION

NO

DATE

6 MAR 86

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Inspector General  
6E18 Hqs Bldg.

11 Mar 86

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3. Executive Director  
7E12 Hqs Bldg.

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FYI

4.

5. Acting Director of  
Central Intelligence  
7E12 Hqs Bldg.

17 MAR 1986

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21 JAN 1986

MEMORANDUM FOR: Director, Foreign Broadcast Information Service

FROM: James H. McDonald  
Associate Deputy Director for Administration

SUBJECT: Rotational Assignment of FBIS Careerist to MG  
Position

REFERENCE: FBIS Memorandum 1762/85, dated 2 January 1986,  
Subject: Assignment to Deputy Chief,  
Administrative Staff, FBIS

1. The MG Career Subgroup agrees to the rotational assignment of [redacted] an FBIS officer, to the MG position as Deputy Chief, Administrative Staff, FBIS. It is our understanding that the assignment is viewed as a career development experience for [redacted] and would be for a normal tour of duty.

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2. There was good reason to staff this position with a Security Officer for the past several years and we are quite willing to provide developmental assignments for deserving officers such as [redacted] when opportunities are available. It would appear desirable, however, to once again assign an MG Officer as Deputy Chief of the Administrative Staff when [redacted] completes her tour. Under most circumstances, we believe that career Administrative Officers should serve in senior MG positions such as this.

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/s/ James H. McDonald

James H. McDonald

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## XII. Recommendations

In sum, we conclude that FBIS has been highly effective in providing its basic product to its customers. In the words of a senior FBIS manager, "we have gotten the job done." We agree, but believe that a number of improvements can be made to make the process run smoother and further enhance the value of the product. The recommendations that follow are aimed at achieving that end, and at fine-tuning an organization already highly respected throughout the US Government.

The following 24 recommendations are cross-referenced to the appropriate page on which they appear in the text:

RECOMMENDATION NO. 1: That D/FBIS convene a long-range planning conference comprised of a cross-section of the Office's most experienced officers to examine the impact of modernization on FBIS's future structure and operations, and make appropriate recommendations to FBIS management. (p. 12)

APPROVE 

DISAPPROVE \_\_\_\_\_

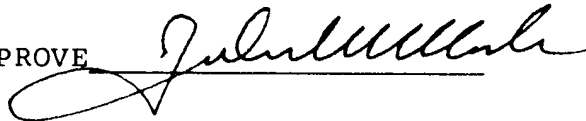
RECOMMENDATION NO. 2: That D/FBIS reassess the need for the position of Daily Report Managing Editor with a view either to strengthening the position by giving it more grade and



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authority, or abolishing it and combining the duties with those of the position of Deputy Chief, Daily Reporting Division.  
(p. 13)

APPROVE



DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 3: That D/FBIS establish eight branches in the Daily Reporting Division and eliminate the eight book chief positions. (p. 14)

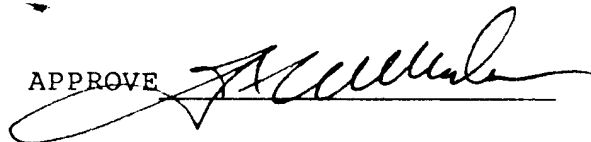
APPROVE



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RECOMMENDATION NO. 4: That D/FBIS abolish the position of Program Chief in the Production Group and expand the Senior Linguist program, assigning the senior linguists in each of the major languages with primary responsibility for quality control in those languages. (p. 15)

APPROVE



DISAPPROVE \_\_\_\_\_

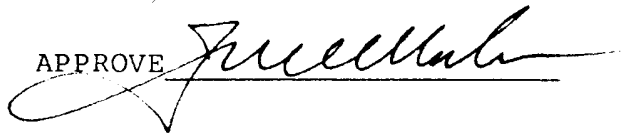
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RECOMMENDATION NO. 5: That Chief, Operations Group, develop measurable criteria to judge the quality of each bureau's performance as well as a periodic feedback mechanism to provide each bureau chief with the results. (p. 16)

APPROVE 

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO.6: That D/FBIS review FBIS's staffing needs with a view toward providing more clerical and analytic support--now and for automation needs in the future--even if this means converting some nonclerical slots to clerical positions. (p. 17)

APPROVE 

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 7: That D/FBIS task the Liaison and Requirements Branch (L&RB) with conducting an annual review and analysis of the consumer feedback that it receives in order to identify common themes, trends, gaps or lessons for FBIS management as a whole. (p. 23)

APPROVE 

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 8: That D/FBIS direct the Chief, Operations Group, and Chief, Production Group, to systematically analyze the production process and develop specific measures for getting more of the FBIS product to consumers faster. (p. 26)

APPROVE 

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RECOMMENDATION NO. 9: That the DDS&T provide the type and number of personnel to FBIS which will be needed to ensure successful development of the Office's automation system.

(p. 36)

*a most important recommendation*

APPROVE 

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RECOMMENDATION NO. 10: That the D/FBIS establish a separate section within the Administrative Staff for administering foreign nationals and that an FBIS careerist be placed in charge. (p. 39)

APPROVE 

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 11: That D/FBIS expand the Headquarters orientation program for foreign national employees (more frequent runnings or larger classes) and encourage more frequent orientation trips to other bureaus for foreign nationals. (p. 40)

*I agree provided the budget will permit it*

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 12: That D/FBIS assign more FBIS careerists to key positions in the Administrative Staff to provide more continuity, experience and accountability to FBIS. (p. 42)

*DDA 9 5¢*

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 13: That D/FBIS establish a career development program for the Office which will serve as a guide or model for employees and will help foster greater intergroup mobility and relationships. (p. 44)

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 14: That Chief, Operations Group, develop a systematic training and assignments program to ensure that all Operations Group editors achieve a much greater degree of area familiarization prior to overseas assignment than is presently the case. (p. 46)

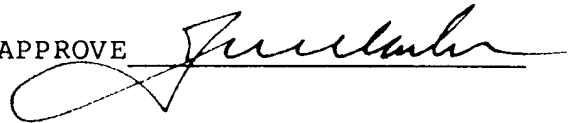
APPROVE



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RECOMMENDATION NO. 15: That D/FBIS include management training as an important element in any office-wide career development program established in connection with Recommendation #13 above. (p. 47)

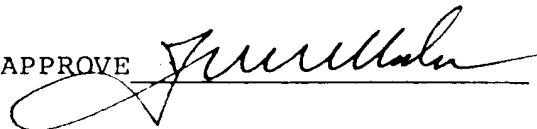
APPROVE



DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 16: That D/FBIS make information on projected Headquarters vacancies available to field personnel in a timely fashion for career planning purposes. (p. 49)

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RECOMMENDATION NO. 17: That D/FBIS add sufficient resources to the career development staff to enable it to perform its mission more effectively. (p. 50)

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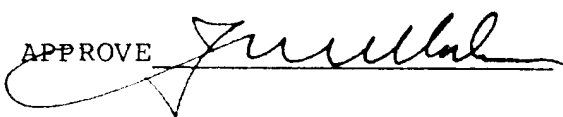
RECOMMENDATION NO. 18: That D/FBIS reaffirm the requirement and expand the plans for a West European bureau to include the capability to cover targets (e.g, North Africa and Iberia) which experience has shown are inadequately covered by allied monitoring services, and to provide backup coverage in the event of the unexpected failure of an allied service to perform its agreed upon monitoring tasks. (p. 52)

*again - dependent on resource availability*

APPROVE 

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 19: That Chief, Operations Group, expand his contingency planning for the Hong Kong Bureau to include staffing and morale considerations leading up to 1997 and that the results be communicated to all concerned. (p. 53)

APPROVE 

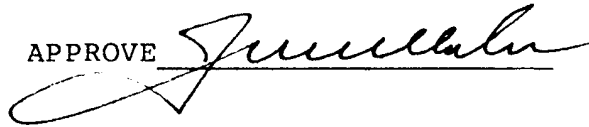
DISAPPROVE \_\_\_\_\_

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RECOMMENDATION NO. 20: That the DDCI task the Scientific and Technical Intelligence Committee with completing the study called for in its 1983 report with respect to foreign S&T data bases, and that D/FBIS permit no further expansion in the Office's related overseas collection effort until the study is completed, the Community's collection requirements have been identified, and the collection and processing tasks have been appropriately apportioned among the relevant Community elements. (p. 56)

APPROVE

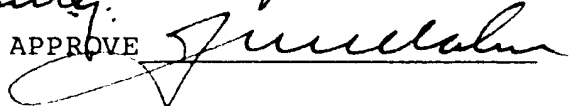


DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 21: That the DDS&T expedite its search for a means of acquiring broadcast signals from the remote areas of the Philippines, seeking the assistance of the DDO in the area of unconventional collection if necessary. (p. 57)

*We are addressing this requirement across the community.*

APPROVE



DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 21a: That the DDI establish a joint FBIS-DI task force to review the results of the existing television collection efforts; collect any additional data necessary to

SECRET

answer the critical questions and develop a comprehensive requirements statement; and make appropriate recommendations to senior management. (p. 66)

*TV is the way of the future*

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 21b: That D/FBIS permit no further expansion of the FBIS television collection and processing effort until the joint FBIS-DI review has been completed. (p. 66)

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_

RECOMMENDATION NO. 22: That D/FBIS initiate action to obtain a more secure facility for the Gulf Bureau and commission a security survey of other bureaus in high-risk locations in light of the increased visibility which FBIS now has as a result of the Wu-tai Chin case. (p. 71)

APPROVE \_\_\_\_\_

DISAPPROVE \_\_\_\_\_



RECOMMENDATION NO. 23: That D/FBIS require that a disclosure policy for foreign nationals be established at each bureau and that it be maintained consistently over time.

(p. 73)

*D/FBIS should approve for each bureau*

APPROVE

DISAPPROVE

RECOMMENDATION NO. 24: That D/FBIS obtain official guidance on the many possible variations of the use of official vehicles in the field and transmit clarification to the bureaus. (p. 74)

APPROVE

DISAPPROVE